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Agenda item 1
Adoption of the agenda and other organizational matters

Appointment of 24 experts to the Committee of Experts on Public Administration

Note by the Secretary-General

Pursuant to Economic and Social Council resolution 2001/45, the Council is to consider the nomination by the Secretary-General of 24 experts who will serve on the Committee of Experts on Public Administration in their personal capacity for a four-year term beginning on 1 January 2014 and expiring on 31 December 2017. Listed below are the names of the 24 persons nominated by the Secretary-General, together with their biographical information.

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Giuseppe Maria Armenia (Italy)

Mr. Giuseppe Maria Armenia has an advanced degree in engineering. He has gained extensive experience in his positions at international information and communications technology (ICT) companies (Vodafone, Telecom Italia, Ericsson and Nortel Networks) and has held important roles in Italian public administration. He has been responsible for projects worth more than €100 million and managed teams of more than 200. For the past five years, Mr. Armenia has served as Director of Information Technology for the Italian Trade Promotion Agency. In this position, he was responsible for the development of an internal Voice over Internet Protocol network connecting more than 35 offices throughout the world. In 2005, he managed the installation of a Citrix platform that made the Agency the first public administration entity in Italy to have remote application and desktop access, which received an award from SMAU Milan, the national exhibition of Italian information and communications technology. In 2007, he created a business intelligence and performance monitoring system, for which the Agency was acknowledged as having the best information and communications technology practice in public administration. Since 2009, Mr. Armenia has served as Chief Executive Officer of RetItalia Internazionale SpA. This company is wholly owned by the Government of Italy and provides information and communications technology services and e-government solutions to the Ministry of Economic Development and, in particular, the Italian Trade Promotion Agency. Under the general supervision of the Board, Mr. Armenia acts as an adviser on e-government strategies, good governance, policy and operational matters relating to governmental authority (e.g., ministers, deputy ministers and secretaries of state) and for top managers of public administration. He negotiates at the highest level of management with public administrations and large external companies to achieve stakeholder targets. He is an adviser on e-government solutions, ICT acquisitions implementation and procedural changes worldwide.

Türksel Kaya Bensghir (Turkey)

Professor Türksel Kaya Bensghir is a faculty member at the Public Administration Institute for Turkey and the Middle East. She is the founder and Director of the e-Government Centre, which was established within the Institute in June 2009. As a professor in the field of management information systems (MIS), Ms. Bensghir gives lectures on MIS, e-government and e-governance at the Institute and various universities in Turkey, including at seminars for Turkish and foreign high-level managers and civil servants. Professor Bensghir is the author of the book *Information Technology and Organizational Change*, and co-authored the books *E-Signature: Implementations within Public Organizations in Turkey* (with Ferda Topcan) and *Geographic Information Systems in Local Governments: Applications in Turkey* (with Asli Akay). She has also edited several books and written chapters for books. Many articles by Professor Bensghir have been published in national and international journals. She has led research projects and has presented papers at national and international conferences on e-government, knowledge management in public organizations, e-signature, MIS, public relations and web technologies, the assessment of municipal websites, local e-government, the uses of geographic information systems in municipalities, the digital divide and Internet cafes. In addition, she has supervised the development of master and doctoral theses and participated in committees assessing theses on such topics as MIS, e-government

and e-governance at the Institute and various universities. She serves on the editorial boards of the Institute's Review of Public Administration and its Journal of Contemporary Local Governments, the Hacettepe University Journal of Economics and Administrative Sciences, the Journal of the Selçuk University Karaman Faculty of Economics and Administrative Sciences, the Journal of the Akdeniz University Faculty of Economics and Administrative Sciences and the Journal of Police Sciences. Professor Bensghir has been a member of the Informatics Association of Turkey since 1996, providing academic support to working groups in relation to the public informatics platform of the Association. She is also a member of committees associated with the Mobile Government Consortium International and the European Conference on e-Government, as well as conferences on e-government and information and communications technology held in Turkey. In addition, she has contributed to the Turkish national e-government and e-governance transformation process as an academic adviser since 2000.

Rowena G. Bethel (Bahamas)

Ms. Rowena G. Bethel provides independent consulting services on e-government, infocommunications law and policy, financial sector regulation and international tax cooperation. Previously, she served in senior executive roles within the Bahamas Government Service for more than 27 years, until August 2011. She is a former Legal Adviser to the Bahamas Ministry of Finance and the Executive Commissioner of the Compliance Commission (the anti-money-laundering supervisor for non-traditional financial institutions). As Legal Adviser, Ms. Bethel provided specialized services in the areas of: e-government and the national information society agenda; the privatization of the Bahamas Telecommunications Company (the State-owned telecommunications incumbent); the regulation of the financial sector and the communications industry; and cross-border tax cooperation. She is the architect of a number of landmark enactments, which include: the full suite of e-commerce enabling legislation adopted in 2003 (the Electronic Communications and Transactions Act, the Computer Misuse Act and the Data Protection Act); the cross-border tax cooperation and tax information exchange facilitating legislative and administrative frameworks (the Bahamas and the United States of America Tax Information Exchange Agreement Act 2003 and the International Tax Cooperation Act 2010); and the 2007 amendments to the financial laws, which, among other things, allowed for enhanced cooperation between domestic regulators and enhanced powers for the Securities Commission of the Bahamas. She was also a key member of the government team that worked for the removal of the Bahamas from the various multilateral blacklists of 2000. In addition, Ms. Bethel has been a member of the tax information exchange negotiation team for the Bahamas since 2000, and was the lead negotiator for the tax treaties and tax information exchange agreements entered into by the Bahamas during the period from April 2009 to 2011. Ms. Bethel represented the Bahamas at the Organization for Economic Cooperation and Development (OECD) Global Forum on Transparency and Exchange of Information for Tax Purposes during the period 2002-2011. Among other affiliations, she was a member of: (a) the OECD Global Forum working group on a level playing field and the peer review group; (b) the Committee of Experts on International Cooperation in Tax Matters; and (c) the High-level Strategy Council of the Global Alliance for Information and Communication Technologies and Development. She has also served as a technical

adviser and negotiator for the Caribbean Regional Negotiating Machinery in the areas of data protection and tax and financial matters. She holds an LLB from the University of Leicester, United Kingdom of Great Britain and Northern Ireland; an LLM in information technology and telecommunications law and policy from the University of Strathclyde, United Kingdom; and a diploma in offshore e-commerce law from Internet Business Law Services, United States of America. She was called to the English Bar in 1982 and has been a practising member of the Bahamas Bar since 1983.

José Castelazo (Mexico)

Mr. José Castelazo has been President of the National Institute of Public Administration since 2011, having served as Executive Secretary since 2002. At the Institute, he has been active in promoting a specialization in government policy and government, metropolitan and regional administration. His academic credentials are in public administration and government, and he holds a PhD in public law. He has held various executive and administrative positions in: the Federal Electricity Commission; the Federal District; the Nacional Financiera; Banrural; the offices of Commerce, Land Reform, Health and Welfare, and Urban Development and Ecology; and the Office of the President. He is widely published and is an influential practitioner and academician in public administration and management in Latin American countries. He has served as an expert on the various ad hoc expert group meetings of the Division for Public Administration and Development Management and has been attending meetings of the Committee of Experts on Public Administration as an observer.

Xiaochu Dai (China)

Mr. Xiaochu Dai is currently Deputy Director General of the Department of International Cooperation of the Ministry of Human Resources and Social Security, a Cabinet ministry of China responsible for the management of national human resources, social security and public service. From 1990 to 1998, Mr. Dai worked for the Department of Vocational Skills Development and the Department of Training of the Ministry of Labour and Social Security, responsible for the study and development of policies and plans on vocational training, where he participated in the development of the Law on Vocational Education and the reform of China's vocational qualification system. From 1998 to 2001, he worked for the Department of Training and Employment of the Ministry, responsible mainly for devising employment policies and carrying out related research, including on employment issues related to the rural labour force, young people and business start-up training. From 2001 to 2008, he worked for the Department of International Cooperation of the Ministry. During this period, his main areas of responsibility were labour migration policy and technical cooperation programmes in the field of labour and social security. In 2008, he assumed his current position, in which he is responsible for addressing issues related to bilateral and multilateral technical cooperation and China's international civil servants management and international treaties in the fields of human resources development and social security. Over the past 20 years, Mr. Dai has been extensively involved in establishing and reforming China's human resources policies and has gained broad experience in the fields of labour,

employment and human resources development. By drawing upon advanced international experience, he seeks to provide substantial consultation and suggestions regarding the improvement of China's labour market, its public employment service network and its vocational qualification system. In the meantime, as a strong advocate of international exchange and cooperation, he vigorously engages in cooperation with the International Labour Organization, the World Bank and the Asian Development Bank in the following fields: employment, migration policy, social security and the Millennium Development Goals. From 2005 to 2009, he presided over the annual China-European Union dialogue on employment and social affairs. From 2007 to 2009, as a government delegate, he participated in the China-Association of Southeast Asian Nations Senior Labour Officials Meeting. Currently, as chief negotiator, he is chairing the bilateral social security negotiations between China and other countries. He also represents China in WorldSkills International as an official delegate. Mr. Dai holds master's degrees from Beijing Normal University and the University of Manchester.

Meredith Edwards (Australia)

Professor Edwards, who is currently Professor Emeritus at the University of Canberra, began her career as a senior tutor at the Australian National University and became a senior lecturer at the Australia and New Zealand School of Government Institute for Governance, University of Canberra, Chair of the Board of the Closing the Gap Clearinghouse and visiting fellow at the Australian National University before joining the Commonwealth Public Service, where, from 1983 to 1997, she worked in many departments, advising on major social policy, education and labour-market issues. She became Deputy Secretary of the Department of the Prime Minister and Cabinet in 1993, holding that position until 1997. She served as Deputy Vice-Chancellor of the University of Canberra from August 1997 to August 2002. Professor Edwards was the founding Director of the National Institute for Governance in 1999 and led the Institute until she became Professor Emeritus at the University of Canberra in 2005. In 2007, she chaired a review of the Australia and New Zealand School of Government research programme. In addition, Professor Edwards was a member of the Wran Committee on Higher Education Funding (1988-1989), a member of the Australian Statistics Advisory Council (1988-2001), a Fellow of the Australian Institute of Management, a member of the Advisory Board of the Centre for International and Public Law at the Australian National University, and President of the Economic Society of Australia and New Zealand (Australian Capital Territory Branch) (1994-1996). She was appointed a Fellow of the Academy of the Social Sciences, Australia, in 1994 and a Fellow of the Institute of Public Administration, Australia, in 2001. Professor Edwards has published numerous articles and presented many papers on policy development and analysis, particularly in the areas of economics and taxation in the context of the family, child support, housing, poverty, and women in government and, more recently, on a range of public sector governance issues. Her 2001 book *Social Policy, Public Policy: From Problem to Practice* is based on case studies taken from her work with the Commonwealth Public Service. Professor Edwards was awarded the Order of Australia in 1992 for her services in the areas of education and welfare.

Walter Fust (Switzerland)

Ambassador Walter Fust is the former Head of the Swiss Agency for Development and Cooperation. Born in 1945, he holds a master's degree in public administration from the University of Saint Gallen, Switzerland. He has served in positions in banking and public administration, such as in the Swiss Diplomatic Service (assignments in Geneva, Baghdad and Tokyo) and the European Integration Office (European Free Trade Association/European Union). He was personal adviser to the President of the Swiss Confederation in 1985 and was then elected Managing Director of the semi-public Swiss Trade Promotion Office. From 1990 to 1993, he served as Secretary-General of the Ministry of the Interior (science/research, public health, social insurance, culture, statistics, environment, inter alia). From September 1993 until April 2008, he headed the Swiss Agency for Development and Cooperation. Since his retirement, he has chaired and/or served on various boards such as those of the Institute for Global Ethics, the African Innovation Foundation, the Library of Alexandria, the Forum of Federations, the Coalition for Dialogue on Africa, the International Risk Governance Council, the Global Crop Diversity Trust, Digital Data Divide and Helvetia Solar, and various philanthropic foundations in Switzerland. Mr. Fust is a Commissioner of the Broadband Commission for Digital Development of the International Telecommunication Union and United Nations Educational, Scientific and Cultural Organization. He was Chair of the Global Knowledge Partnership from 2002 to 2008, served as a member of the United Nations Information and Communication Technologies Task Force and is a former member of the steering committee of the United Nations Global Alliance for Information and Communication Technologies and Development.

Alexandre Navarro Garcia (Brazil)

Mr. Alexandre Navarro Garcia is currently Deputy Minister of National Integration. He possesses extensive solid knowledge of public administration, having obtained the status of a major expert on public management from the National School of Public Administration. He has participated as an observer in meetings of the Committee of Experts on Public Administration since 2006. Mr. Garcia has a postgraduate degree in legislative studies and a degree in business administration. He has held a number of chairmanships, including Chair of the Board of Directors of Nuclebrás Heavy Equipment, under the Ministry of Science, Technology and Innovation, and has served on several boards, including the Board of the Council for Integrated Development of the Federal District. Mr. Garcia has also received a number of awards, including the Order of Naval Merit and the National Order of Scientific Merit.

Angelita Gregorio-Medel (Philippines)

Ms. Angelita Gregoria-Medel is Executive Director of the Affiliated Network for Social Accountability in East Asia and the Pacific. She holds a PhD in sociology from the University of Bielefeld, Germany. She teaches at the Ateneo de Manila University and serves as a core faculty member in the leadership programme of the Ateneo School of Government. She is experienced in the design, development and implementation of social accountability initiatives, particularly in Cambodia,

Indonesia, Mongolia and the Philippines. Her professional experience also includes: providing country programme development and technical assistance to partner organizations, especially in the area of project development and assessment (social health insurance and capacity development for advocacy and entrepreneurship), at Arbeiterwohlfahrt Bundesverband, Germany; the Asian Partnership for the Development of Human Resources in Rural Asia; participatory project development and monitoring; institutional development; community Development assessment (Centre for Community Services, Gawad Kalinga); programme indicator development for good governance; institutional assessment (National Economic and Development Authority, Department of Budget and Management, National Anti-Poverty Commission) at the Ateneo de Manila University; Philippine-Australian human resource development facility assessment with the Australian Agency for International Development; the Canadian International Development Agency; results-based management and cooperatives development (Socioeconomic Development through Cooperatives in the Philippines); performance indicator setting and assessment; project assessment and design of a small grants facility with the Embassy of Japan; the Foundation for the Philippine Environment; performance assessment and strategic planning; the German Development Service; capacity development (non-governmental organization-government engagement); a land administration and management project; capacity development in project and programme monitoring and evaluation; MISEREOR e.V, Germany; Programme assessment (formative); the Philippine MISEREOR Partnership dialogue (organizational development and facilitation); monitoring and evaluation with the National Commission on the Role of Filipino Women; the basic sector consultation programme with the National Anti-Poverty Commission; strategic planning with the Peace and Equity Foundation; and instituting monitoring and evaluation with the Philippine Centre for Population and Development.

Igor Khalevinsky (Russia)

Mr. Igor Khalevinsky has a distinguished academic background that includes more than 40 years of diplomatic and international civil service. Mr. Khalevinsky has professional experience in economic, social and related fields, including participation in various United Nations processes. From 1967 to 2012, he held a number of diplomatic posts and posts within the Government, including Ambassador-at-Large and Deputy Inspector-General, Ministry of Foreign Affairs of the Russian Federation (1997-2012). His academic activities include serving as Professor at the Russian Academy of State Service under the President of the Russian Federation (1996-1998) and Professor at the Moscow State Institute of International Relations (1991-1994). Mr. Khalevinsky is a member of the World Confederation of Productivity Science, the Russian Academy of Vocational Education, the Russian Public Relations Association and the Russian Union of Journalists. He is Vice-President of the International Informatization Academy.

Mushtaq Khan (Bangladesh)

Professor Mushtaq Khan is currently Professor of Economics in the Faculty of Law and Social Sciences at the School of Oriental and African Studies of the University of London, and has been a visiting professor at the University of Dhaka,

Bangladesh, and at Chulalongkorn University, Thailand. He received his PhD in economics from the University of Cambridge. Professor Khan's research interests lie in the areas of institutional economics, the economics of rent-seeking, corruption and clientelism, industrial policy, and State intervention in developing countries. Other interests include South and South-East Asian economic development, with a particular focus on the Indian subcontinent. He edited the books *State Formation in Palestine: Viability and Governance during a Social Transformation* (2004) and *Rents, Rent-Seeking and Economic Development: Theory and Evidence in Asia* (2000). He is the author of numerous chapters of books, including "Corruption and governance in early capitalism: World Bank strategies and their limitations" (2002), in *Reinventing the World Bank*; "State failure in developing countries and institutional reform strategies" (2004), in *Toward Pro-Poor Policies: Aid Institutions and Globalization*; and "The capitalist transformation" (2005), in *The Origins of Development Economics: How Schools of Economic Thought Have Addressed Development*. His articles have appeared in many journals, including *American Economic Review*, *The Economics of Transition*, *Democratization*, *Journal of Agrarian Change*, *New Political Economy*, *Journal of International Development* and *The European Journal of Development Research*. In addition to his academic career, Professor Khan has served as a consultant for international institutions focusing on poor countries, including the World Bank, the Department for International Development, the United Nations Development Programme (UNDP) and the Asian Development Bank.

Francisco Longo Martínez (Spain)

Professor Francisco Longo Martínez is currently the Director of the Institute for Public Governance and Management, Escuela Superior de Administación y Dirección de Empresas (ESADE), Ramon Llull University, Barcelona, Spain. Mr. Longo is a former professor in the Department of Human Resources of ESADE Business School, Ramon Llull University, where he currently directs the Institute and presides over the School's Faculty Council. He is a member of the Board of the School of Public Management of Catalonia and of the Commission created by the Government of Spain for the analysis of the recently approved Basic Law Statute of Public Employment. He served as the Director of the Human Resources Division and the Manager of Central Services of the Municipality of Barcelona prior to joining ESADE. He is on the editorial boards of various internationally acclaimed scholarly journals on public administration, including *International Journal of Public Administration* and *Review of Public Personnel Administration*. He has published extensively on issues related to public employment, public governance, human resources and institutional design. He is the author of the well-known book on public human resources management *Mérito y Flexibilidad*, published in Spanish and Portuguese. Books that he has recently co-edited include *Los Escenarios de la Gestión Pública del Siglo XXI* (2008) and *La Profesionalización del Empleo Público en América Latina* (Centre for International Relations and Development Studies (2008)). He has also worked as an international consultant to various Governments in both Europe and Latin America, and has advised international organizations, including the United Nations, the World Bank, the Inter-American Development Bank and the European Institute of Public Administration. He contributed to the creation of the Ibero-American Charter for the Public Service (2003), whose adoption was welcomed by the General Assembly in its resolution 58/231. He is

known as the architect of the diagnostic methodology for institutional analysis of national public service systems, currently used by the Inter-American Development Bank and the Spanish Agency for International Development Cooperation. He holds a law degree from the University of Barcelona.

Paul Oquist (Nicaragua)

Mr. Paul Oquist is currently Minister of National Politics in the Government of Nicaragua and Private Secretary for National Policy to the President. He served as Principal Adviser to the President of the General Assembly at its sixty-third session. Mr. Oquist has worked as Chief of Presidential Advisers for the Government of Nicaragua and has advised the Governments of Ecuador, Mongolia and Pakistan on behalf of UNDP on matters related to public administration, decentralization, the development of the private sector and technical capacity-building in a number of sectors, including information technology, accounting, auditing and training. He has served as Director and Regional Adviser of the UNDP Asia Regional Governance Programme. In these capacities, he was influential in instituting governance reforms in China, peacebuilding in the southern Philippines and the creation of a network of policy analysis among the parliaments of countries in the Asian region. Mr. Oquist is the author of a multimodular training programme on governance, the core of which is entitled "Humanitarian governance for human security". He was influential in the transition to democracy in his home country, the reorganization of the Presidential Office in Ecuador and the introduction of public administration reform in Chile. He is the founder and Director of the Institute of Nicaraguan Studies, which has carried out important studies for the European Union on multiple dimensions of effective governance, including education, human rights, democratic institution-building, civil society and community empowerment. Mr. Oquist has designed capacity-building programmes for several institutions, including the United Nations System Staff College in Turin, Italy, and the European Union. He holds a PhD and an MA in political science from the University of California, Berkeley.

Dalmas Anyango Otieno (Kenya)

Until the recently concluded elections in Kenya, Mr. Dalmas Anyango Otieno was Minister of State for Public Service, Office of the Prime Minister of Kenya, and Chair of the Conference of African Ministers of Public/Civil Service. Currently, he is a member of the Senate. He has a BSc in applied economics from Makerere University, Uganda, and has undertaken postgraduate courses in management, insurance and finance. Mr. Otieno has been awarded the honours of Elder of the Order of the Burning Spear of Kenya (1986) and Elder of the Order of the Golden Heart of Kenya (1989). His fields of expertise are economics, finance and insurance, and he is an Associate of the Chartered Insurance Institute as well as being a chartered insurance practitioner. He has been an elected member of the Parliament of Kenya since 1988, and has served as a Minister of Industry (1988-1991), Manpower Planning and Employment (1991), Transport and Communications (1991-1996) and Public Service (since 2008). He has also served as a member of the Electricity Regulatory Board (1998-2001), Director of the Kenya Commercial Bank (1982-1985) and Treasurer of the Kenyatta University Council. Mr. Otieno has had a

wide range of experience, including as a private sector manager, a public sector manager, a Minister, a parliamentarian and, especially, a politician charged with reforming the public service in Africa. Mr. Otieno is currently one of the most influential Ministers of Public Service in Africa as far as public sector capacity-building is concerned.

Marta Oyhanarte (Argentina)

Ms. Marta Oyhanarte is an attorney-at-law and the Director of Glocal Consultores, a consulting firm that helps local governments to improve governance. She is the former Under-Secretary for Institutional Reform and the Strengthening of Democracy and the National Director of the Citizen Audit Programme. She earned her law degree in 1971, with honours, at the University of Buenos Aires. She is a registered mediator of the Ministry of Justice and co-founder and President of Poder Ciudadano, a non-partisan foundation for the promotion of citizen participation. She served from 1996 to 1997 as Director of the Centre for Citizen Participation and Management of the government of the city of Buenos Aires and from 1998 to 2003 as a representative of the city of Buenos Aires. In addition, she was President of the Commission of Justice of the Buenos Aires City Legislature from 2000 to 2003. Ms. Oyhanarte also served as a member of the Academic Council of the Institute for the Promotion of Human Rights; a member of the organizing committee for the Inter-American Dialogue and the International Centre of Research on Women, based in Washington, D.C.; and a member of the Council of Experts in Public Management. She has written the following books: *Tu Ausencia, Tu Presencia* (Your absence, your presence) (December 1987), *Cómo Ejercer Su Poder Ciudadano* (How to exercise your citizen power) (December 1992), *Mediación: Una Transformación en la Cultura* (Mediation: a cultural transformation) (co-author, 1995), "La doble hélice", in *Activists and Intellectuals in the Civil Society in Latin America* (co-author, 2006), "La participación ciudadana en la Constitución de la ciudad de Buenos Aires" (Citizen participation in the text of the Constitution of the city of Buenos Aires), in *The Constitution of Bs. As. City 1996-2006* (co-author, 2006), "Flexibilidad y búsqueda de consenso, componentes de un liderazgo social efectivo" (Flexibility and consensus-reaching: two components for effective social leadership), in *New Leaders: Behaviours Transforming Reality* (co-author, 2008), *Frutos de la Democracia: Manual de Implementación de Auditorías Ciudadanas en Gobiernos Locales* (Fruits of democracy: manual for the implementation of citizen audits in local governments) (2009) and *Carta Iberoamericana de Participación Ciudadana en la Gestión Pública* (Iberoamerican charter of citizen participation in public management) (co-author, 2009).

Palouki Massina (Togo)

Mr. Palouki Massina has served as the Secretary-General of Government of Togo since 2003. He is also in charge of the public administration and modernization policy of Togo and has served in various capacities in the country's public sector, including Director General of the Regulatory Authority for the Postal Sector and Telecommunications, Adviser to the President, legal adviser to the President of the National Assembly, legal adviser to the Privatization Commission, member of the Electoral Commission and member of the Constitutional Drafting

Commission. He has practical experience in and understanding of the modernization of public administration in Francophone Africa. Mr. Massina holds a PhD in public law from the University of Paris.

Eko Prasojo (Indonesia)

Mr. Eko Prasojo graduated from the Faculty of Social and Political Sciences, University of Indonesia. He received master's and doctoral degrees in public administration from the German University of Administrative Sciences, Speyer, Germany. Mr. Prasojo has held a Chair in the Department of Administrative Science of the University of Indonesia since 200[illegible], serving as Head of the Department from 2006 to 2009 and as a member of the Board of Trustees of the University from 2006 to 2011. He is now Head of the postgraduate programme for public administration of the University of Indonesia. Mr. Prasojo is also Chair of Local Governance Watch in the Faculty of Social and Political Sciences of the University of Indonesia and head of the editorial board of the Journal *Bisnis and Birokrasi*. He is a member of the steering committee of the Executive Council of the Eastern Regional Organization of Public Administration, Chair of the Expert Commission of the Indonesian Association of Public Administration and a member of the Asian Association for Public Administration. He was a visiting scholar at the University of Freiburg (1998) and the Graduate Research Institute for Policy Studies (2010). He has published 15 books (in the Indonesian language) and several journals and has presented papers at a number of international conferences and seminars. From 2003 to 2010, Mr. Prasojo worked with the German Agency for International Cooperation for the Ministry of Administrative Reform of Indonesia, where he served and consulted on various reform projects. Mr. Prasojo was involved in the drafting of legislation on bureaucratic reform and decentralization in Indonesia. He has been a member of the advisory council for local autonomy in Indonesia since 2006. He currently serves as Vice-Minister for Administrative Reform of Indonesia. His research interests include federalism and decentralization, democratization and local democracy, political economics in bureaucracy, administrative reform, and public policy studies.

Odette Ramsingh (South Africa)

Ms. Odette Ramsingh is currently Group Human Resources Executive for Metropolitan Health. She has served at one of the highest levels in the public sector as former Director General of the Public Service Commission, an independent knowledge-based institution responsible for overseeing the performance of the South African Public Service. She has been called upon to resolve the most challenging public services issues with her proven ability to conduct comprehensive research and develop appropriate strategic actions leading to sustainable results. She was nominated to represent South Africa at the Joint Meeting on Human Resource Development in the Public Service in the Context of Structural Adjustment and Transition (International Labour Organization, Geneva) and was elected Chair of the government group. She was also appointed as a member of the team on the Desai Commission of Inquiry, which audited alleged public administration irregularities in Western Cape Province. In addition, she has published a number of articles in national and international publications and is frequently requested to provide expert

advice on public administration. She is an attorney of the Supreme Court of South Africa. Ms. Ramsingh was the first head of the Interim Secretariat of the Association of African Public Services Commissions and serves as Chair of the Department of Economic and Social Affairs-sponsored working group on the Africa Public Sector Human Resources Management Network, having been elected a Deputy President of the Network. She holds Bachelor of Arts, Bachelor of Law and Master of Business Administration degrees and was awarded the prestigious Nelson Mandela Scholarship, through which she obtained her Master of Arts degree in governance and development from the University of Sussex.

Allan Rosenbaum (United States of America)

For the past 17 years, Mr. Allan Rosenbaum has served as Director of the Institute for Public Management and Community Service and Professor of Public Administration at Florida International University. Prior to assuming his current positions, Mr. Rosenbaum held the academic posts of Dean of the School of Public Affairs and Services at Florida International University and Associate Professor of Policy Sciences at the University of Maryland Graduate School where he directed the Maryland Institute for Policy Analysis and Research, a state government-oriented public policy research institute. Mr. Rosenbaum served in the United States federal Government, dealing with executive branch-congressional relationships in the area of educational policy during the Carter Administration, and on the faculties of the University of Connecticut and the University of Wisconsin, Madison, and held a research position at the University of Chicago. Since leaving the deanship, Mr. Rosenbaum has been heavily engaged in technical assistance, consulting and research in the fields of international public administration and democratic development. He has written on governance reform, decentralization issues and legislative relations and has consulted, worked or been a public speaker in more than 80 countries throughout the world. Mr. Rosenbaum served as President of the International Association of Schools and Institutes of Administration from 2001 to 2004 and from 2007 to 2010. In December 2011, he was elected Vice-President of the American Society for Public Administration, whose presidency he will assume in 2014. He has served on the executive committees of the International Institute of Administrative Sciences and the National Association of Schools of Public Affairs and Administration, whose International Committee he has also chaired. In addition, he has served on the International Committee and chaired the Leonard D. White Committee of the American Political Science Association, and has chaired a United Nations-appointed task force on standards of excellence in public administration education and training. He is the recipient of many awards and honours from local and regional governments and public administration associations around the world. Mr. Rosenbaum received a BA in history from the University of Miami and a master's degree in higher education administration from Southern Illinois University as well as a master's degree in political science and public administration from the University of California, Berkeley. He received his PhD in political science from the University of Chicago in 1976.

Margaret Saner (United Kingdom of Great Britain and Northern Ireland)

Ms. Margaret Saner is an independent senior strategic adviser specializing in governance, leadership, change and institution-building. In her career in the United Kingdom Civil Service, Ms. Saner led a number of service-wide initiatives in the United Kingdom and elsewhere and gained extensive international experience, including a loan to the Government of Kenya as adviser to the Prime Minister upon the establishment of his Office and his strategic plan, and then during its implementation, including public sector transformation, leadership development and the implementation of the new Constitution. Immediately prior to this, she had supported the Head of the Prime Minister's Delivery Unit in the United Kingdom in establishing cross-government accountability for results. Formerly, she had served as Director of the Institutes Initiative of the Commonwealth Association for Public Administration and Management. While with the Association, Ms. Saner created the Institutes network, working with leaders of reform, heads of public service and heads of institutes to align learning and development more effectively with public service modernization and reform. As Principal of the Centre for Management and Policy Studies, she led the merger of Corporate Leadership in the United Kingdom Cabinet Office with the Civil Service College and then oversaw the launch of the new National School of Government as its Deputy Principal. She has extensive experience in national reform and modernization programmes; she was Head of Corporate Leadership through the Leading for Delivery programme in the United Kingdom and advised on the human resource aspects of setting up executive agencies under Prime Minister Thatcher. She led a service-wide initiative on quality and customer service, setting up the agency benchmarking database. With a background in a large operational department, she has implemented new approaches to performance management, pay and structure. In addition to working with the Commonwealth, she has led assignments in Europe, China, the Middle East and Africa, and with international organizations such as the Organization for Economic Cooperation and Development, where she was the public governance representative for the United Kingdom. Her professional background is in human resource management, and she has contributed to expert groups in the United Kingdom and for the United Nations and the Commonwealth. She is the founder and first Director of the Sunningdale Institute, a board member of the Public Management and Policy Association, and a Fellow of the Chartered Institute of Personnel and Development. For several years, she served as a judge for the United Kingdom Public Administration Consortium Prize. She continues to advise locally and internationally and to contribute to international conferences and postgraduate education.

Dona Scola (Republic of Moldova)

Mrs. Dona Scola is Deputy Minister of Information Technology and Communications of the Republic of Moldova, having been appointed in November 2009. Mrs. Scola has more than 20 years of managerial experience in the field of information and communications technology (ICT). She has led one of the pioneering Internet service providers in Moldova, contributing to Internet development and broadband deployment in the country. She led the ICT competitiveness agenda in a project implemented by Chemonics International in Moldova for the United States Agency for International Development (USAID)

(April 2007-October 2009). From 2002 to 2006, she developed Globnet, an Internet service provider that first introduced broadband Internet access in Moldova and became a leader in the business-to-business sector in only one year. In 1998, Mrs. Scola was among the founders of the DNT Association, a spin-off non-governmental organization from the Soros Foundation that is actively involved in Internet development and training for computer literacy and remains the largest participant in the Cisco Networking Academy programme in Moldova. From 1996 to 2002, Mrs. Scola developed the Internet connectivity programme of the Soros Foundation in Moldova, providing Internet access to educational institutions and, in 1996, allowing for the first non-governmental external Internet channel. Her team also undertook the first content development efforts, offering online media and advertising platforms in 1998. From 1992 to 1996, Mrs. Scola worked for the Soros Foundation as the coordinator of the school computerization programme in Moldova, serving as its financial director in 1995 and 1996. During her career, Mrs. Scola has been actively involved in ICT policy development, serving as a member of the steering committee of an e-government project financed by USAID (2003-2013) and consulting on various projects financed by the World Bank, the European Union and United Nations agencies. Mrs. Scola received a BE in computer engineering in 1992 from the Technical University of Moldova and an MBA from the Grenoble Graduate School of Business, with specialization in international and intercultural management, corporate finance and service marketing.

Pontso Susan Matumelo Sekatle (Lesotho)

Ms. Pontso Susan Matumelo Sekatle, as a current member of the Parliament of Lesotho representing the Qacha's Nek constituency, contributes to policy and legislation, allocates the country's budget, provides oversight with respect to the Executive arm of the State and provides leadership and supervision for her constituency. She is also a former Minister of Local Government and Chieftainship, a former Minister of Health and Social Affairs, and a former senior lecturer and Head of the Department of Political Science and Public Administration of the University of Lesotho. Her areas of expertise include public administration, development administration, public enterprises, local government and rural development. Ms. Sekatle has served as President of the Democratic Congress Women's League (2012) and as President (2011-2012), Deputy President (2008-2011) and Secretary-General (2001-2008) of the Lesotho Congress for Democracy Women's League. She has also served as Director on the boards of the United Nations Educational, Scientific and Cultural Organization in Lesotho, the Centre of Specialization in Public Administration and Management, and the Lesotho National Development Corporation. On several occasions she has attended meetings of the Committee of Experts on Public Administration as an observer, in 2010 presenting a case study before the Committee on the empowerment of women in local government in Lesotho. Ms. Sekatle has published in the areas of public administration, governance and institution-building.

Najat Zarrouk (Morocco)

Ms. Najat Zarrouk is currently Governor, Director of Training of Administrative and Technical Staff, Ministry of the Interior, Government of Morocco. She received her PhD in political science from Mohammed V University,

Rabat (international relations option). She is also a graduate of the National School for Public Administration in Rabat and of the University of Paris I (Pantheon-Sorbonne) in international, European and comparative studies. In addition, she attended training courses on public management at Pittsburgh University, on regional development at Aix-Marseille III University, and on deconcentration in France. She has nearly 29 years of management experience in the public service as a public servant in the Ministry of the Interior of Morocco (since 1983). She served for 17 years in the Secretariat General of the Ministry, before being nominated Division Chief for Organization and Liaison in 1998. In July 2003, King Mohammed VI appointed her Director of Legal Affairs, Studies, Documentation and Cooperation, a position she held until March 2006, when the King appointed her Director of Training of Administrative and Technical Staff. She chaired or served on many ministerial or interministerial commissions and committees in charge of deconcentration, the simplification of the administrative procedures and improvement of the ethical standards of the public service, the promotion of investment, the improvement of children's living conditions and the modernization of human resources management at the local government level. The author of many essays and articles on issues related to public administration and public service, she also published, in 2008, the book *Trade and Development: from GATT to WTO*, whose foreword was written by Pascal Lamy, General-Director of the World Trade Organization (WTO). She is a part-time lecturer for several training institutions and universities on WTO law, the promotion of partnership at the local level, regionalization and deconcentration. She is also a member of the Board of the Arab Women's Leadership Institute, based in Amman.

Jan Ziekow (Germany)

Professor Jan Ziekow has served as Director of the German Research Institute for Public Administration since 2001. Formerly, he held the position of Chair of Public Law at the University of Bielefeld. He is Head of the Institute for Regulatory Impact Assessment and Evaluation and President of the German Section of the International Institute of Administrative Sciences. He is also a member of various parliamentary and government commissions and committees, including the Advisory Board for Administrative Procedural Law at the Federal Ministry of the Interior, the citizen participation commission of the Parliament of Rhineland-Palatinate, the administrative reform commission of the Prime Minister of Thuringia, the steering committee for public-private partnerships of the government of Rhineland-Palatinate and the advisory board for socially and ecologically responsible administrative behaviour of the government of Bremen. He served as a consultant to various governments on the transformation of the state, the modernization of the public sector, the reform of local and ministerial administration, new forms of governance, sustainable development, social and ecological responsibility, the improvement of regulation, impact assessment and evaluation, e-government, public-private partnerships and other forms of cooperation, civil society, public procurement, the regulation of infrastructures, human resource management, administrative procedure and administrative jurisdiction, as well as a service trainer for senior civil servants in government. He is Editor-in-Chief and Co-Editor of various journals.